

**Empowering Information Professionals:
A Training Programme on Information and
Communication Technology**

**Editor: Andrew Large
McGill University, Canada**

**Module 7
Library Management and Promotion
Student's Text**

**Lourdes T. David
Ateneo de Manila University, Philippines**



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Module 7

Library Management and Promotion

Student's Text

Table of Contents

General Guidelines	4
Introductory Note	
Rationale	
Content of the Training Programme	
Prerequisites	
Typographical Conventions	
Overview of Module	7
Learning Outcomes	
Schedule	
Module Outline	
Grading Policy	
Lessons	9
Lesson 1 Introduction to Library Management	10
Lesson 2 Introduction to Strategic Library Management	17
Lesson 3 Introduction to Marketing and Promotion	27
Appendix	38
Appendix 1. List of Activities	39
Appendix 2. Reading/Reference List	41
Appendix 3. Glossary	44

Empowering Information Professionals: A Training Programme on Information and Communication Technology

General Guidelines for the Student

Introductory Note

Library schools are now changing their curricula to produce graduates who are prepared for the changing service requirements in libraries. The majority of practitioners, however, graduated before the advent of the Information Age or studied in schools that did not teach ICTs for various reasons. This group of practitioners is now finding itself unprepared for the new demands of the profession. This *Training Programme* is in response to this identified need.

People working in libraries and information centers are the primary target group of the *Training Programme*. It is intended to provide them with the knowledge and skills to deal with the application of ICTs to library and information services. It is also intended for use by teachers of students in library schools and of personnel in library and information centers. The Package has been developed by the UNESCO Asia and Pacific Regional Office with funding from the Japanese Funds in Trust for Communication and Information.

Rationale

In 1961, Marion Harper Jr. wrote, "To manage a business well is to manage its future; and to manage the future is to manage information."¹ Less than 25 years later, John Naisbitt, in discussing the ten megatrends in his opinion were happening in the US, said "None is more subtle, yet more explosive, I think than this first, the megashift from an industrial to an information society."² According to Naisbitt, "In 1950, only 17 percent of us worked in information jobs. Now more than 60 percent of us work with information as programmers, teachers, clerks, secretaries, accountants, stock brokers, managers, insurance people, bureaucrats, lawyers, bankers and technicians." He groups librarians among professional workers who "are almost all information workers..."³ Today, society is in the "Information Age," an age where information is power.

¹ Harper, Marion Jr. 1961. "New profession to aid management," *Journal of Marketing*, January, p. 1

² John Naisbitt entitled *Megatrends : Ten new directions transforming our lives* (New York, N.Y. : Warner Books, 1982), p11

³ Ibid, p. 14-15

Content of the Training Programme

The Training Program contains nine modules:

- Module 1 - Introduction to Information and Communication Technologies
- Module 2 - Introduction to Library Automation
- Module 3 - Information Seeking in an Electronic Environment
- Module 4 – Creation and Management of Databases Using CDS/ISIS
- Module 5 - The Internet as an Information Resource
- Module 6 - Web Page Concept and Design: Getting a Web Page Up and Running
- Module 7 - Library Management and Promotion
- Module 8 - Digital Libraries and Open Access
- Module 9 - Intellectual Property Rights in the Digital Age

The Student's Text contains the following:

- General Guidelines
 - Introductory Note
 - Rationale
 - Content of the Training Programme
 - Prerequisites
 - Typographical Conventions
- Overview of Module
 - Learning Outcomes
 - Schedule
 - Module Outline
 - Grading Policy
 - Lessons
 - List of Activities
 - Reading/Reference List
 - Glossary

Prerequisites

The student must have a genuine interest in understanding the impact of new information technologies on the practice of Library/Information Service.

Typographical Conventions

The following conventions are used through out the module.



Course Guide

General introduction to the Modules



Course Objectives

General introduction to the learning outcomes of the Module



Note

General note to the teacher and additional information



Tip

Teaching tips and supplemental materials



Activity

Activity for the students



Assessment

Questions/Activities to measure learning

End of General Guidelines

Module 7

Library Management and Promotion

Student's Text

Overview



This is the **Student's Text for Module 7** of the Training Programme, *Empowering Information Professionals: A Training Programme on Information and Communication Technology*. Module 7 is about Library Management and Promotion

Module 7 discusses the concepts and principles of management specifically related to library management.



Learning Outcomes

By the end of the Module, you should have knowledge about and skills in managing libraries and promoting their services. Specifically, you should:

1. Understand the functions of management.
2. Appreciate the role of the library manager.
3. Appreciate the common mission, vision and goals of a library.
4. Appreciate the role of marketing and promoting libraries.

Schedule

The Module is designed to be taught over three days for a total of 24 hours.

Day	Lessons
-----	---------

Day 1	Lesson 1. Introduction to Library Management
Day 2	Lesson 2. Introduction to Strategic Library Management
Day 3	Lesson 3. Introduction to Marketing and Promotion

Module Outline

<i>Lesson 1. Introduction to Library Management</i>	
<i>Scope</i>	<i>Objectives</i>
▪ What is management? ▪ What is library management? ▪ What is the role of the library manager?	By the end of the lesson, you should: • Understand the functions of management. • Understand how the principles of management are applied in a library setting. • Appreciate the role of the library manager.
<i>Lesson 2. Introduction to Strategic Library Management</i>	
<i>Scope</i>	<i>Objectives</i>
▪ What is strategic library management? ▪ What are the steps in preparing a strategic development plan? ▪ What is the role of library staff in the preparation of a strategic development plan?	By the end of the lesson you should: • Understand the meaning of a strategic library management. • Be able to identify and define the steps in preparing a strategic development plan. • Appreciate the role of staff in preparing a strategic development plan.
<i>Lesson 3. Introduction to Marketing and Promotion</i>	
<i>Scope</i>	<i>Objectives</i>
▪ What is marketing? ▪ What are the elements of marketing? ▪ What is the role of promotion in marketing?	At the end of this lesson, you should: ▪ Understand marketing concepts and principles. ▪ Have acquired skills in marketing and promoting library services.

Grading Policy

A score of 50 points is needed to pass the Module. The breakdown of points for the Module assessment is as follows:

Lessons	Points
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Lesson 1.Introduction to Library Management	30
Lesson 2. Introduction to Strategic Library Management	30
Lesson 3. Introduction to Marketing and Promotion	35

End of Overview

Module 7

Library Management and Promotion

Student's Text

The Lessons

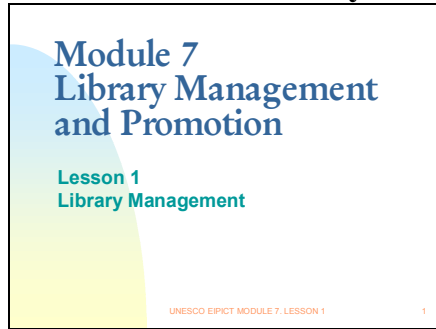
Lesson 1: Introduction to Library Management

Lesson 2: Introduction to Strategic Library Management

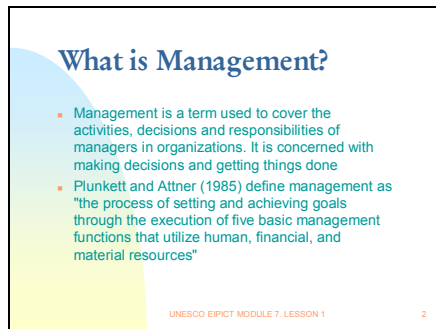
Lesson 3. Introduction to Marketing and Promotion

Lesson 1: Introduction to Library Management

Slide 1



Slide 2



Slide 3

Functions of Management

- According to Plunkett and Attner (1985) the five functions of management are
 - ◆ planning
 - ◆ organizing
 - ◆ staffing
 - ◆ directing
 - ◆ controlling
- Other authors also include as managerial functions
 - ◆ reporting
 - ◆ budgeting

UNESCO EPICT MODULE 7, LESSON 1

3

Slide 4

What is Planning?

- Planning is the process of charting the future of the organization. It maps out the courses of action that the organization will take to reach its goal



UNESCO EPICT MODULE 7, LESSON 1

4

Slide 5

What is Organizing?

- Organizing involves the proper use of resources to achieve the goal of the organization

UNESCO EPICT MODULE 7, LESSON 1

5

Slide 6

What is Staffing?

- Staffing involves the recruitment, retention, training and promotion of personnel
- It entails leadership skills to steer the actions of all personnel towards the achievement of a common goal

UNESCO EIP ICT MODULE 7, LESSON 1

6

Slide 7

What is Directing?

- Directing is concerned with providing a course of action for the staff to follow in achieving the goal of the organization



UNESCO EIP ICT MODULE 7, LESSON 1

7

Slide 8

What is Controlling?

- Controlling involves observing performance standards in the undertaking of activities designed to achieve the goal of the organization

UNESCO EIP ICT MODULE 7, LESSON 1

8

Slide 9

What is Reporting?

- Reporting is concerned with recording achievements, problems, procedures, etc., for purposes of documentation and performance evaluation

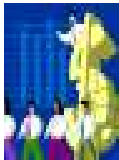


UNESCO EIP ICT MODULE 7, LESSON 19

Slide 10

What is Budgeting?

- Budgeting involves allocating the financial resources of the organization



UNESCO EIP ICT MODULE 7, LESSON 110

Slide 11

Managerial Skills

- A manager must possess the following skills
 - ◆ Technical
 - ◆ Human
 - ◆ Conceptual - must be able to think
 - ◆ Analytical
 - ◆ Diagnostic

UNESCO EIP ICT MODULE 7, LESSON 111

Slide 12

What are Technical Skills?

- Technical skill refers to the ability to use the processes, techniques, technology and tools of the organization.

UNESCO EIPICT MODULE 7, LESSON 1

12

Slide 13

What are Human Skills?

- Human skill refers to the ability to interact with other persons. It requires leadership skills.

UNESCO EIPICT MODULE 7, LESSON 1

13

Slide 14

What is Conceptual Skill?

- Conceptual skill is the ability to imagine the interconnectivity of the parts of an organization, be knowledgeable about developments in the field and be able to plan for the future.

UNESCO EIPICT MODULE 7, LESSON 1

14

Slide 15

What is Diagnostic Skill?

- Diagnostic skill refers to the ability to identify needs and problems and propose solutions.



UNESCO EIP ICT MODULE 7, LESSON 115

Slide 16

What is Analytical Skill?

- Analytical skill refers to the ability to assess the parts relative to the whole.

UNESCO EIP ICT MODULE 7, LESSON 116

Slide 17

Performance Evaluation

- Effectiveness - the ability to achieve the goal of the organization or the impact of the organization on its target clients.
- Efficiency - the ability to balance output with input, or achievement of goals versus cost of achieving the goal

UNESCO EIP ICT MODULE 7, LESSON 117

Slide 18

What is the Role of a Manager?

- The role of the manager is to ensure that tasks are completed effectively and efficiently in the pursuit of a common goal.

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18

Slide 19

The Library

- A library is an organization that is usually managed by two or more people who interact to efficiently and effectively provide information to its clients. It is made up of a collection of information materials (books, journals, AV, online materials), a place to house the collection, and staff to collect, organize and provide access to the collection

UNESCO EIP ICT MODULE 7, LESSON 1

19

Slide 20

Concerns of Library Managers

- Collection management
- Personnel management
- Service management
- Financial management
- Automation and networking
- Digitization
- Marketing
- Evaluating library/information services

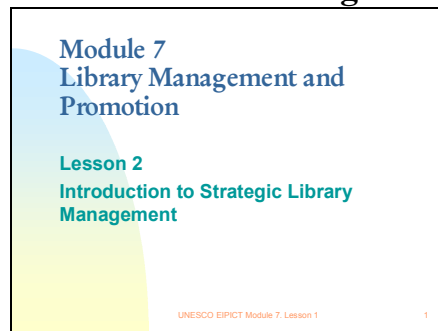
UNESCO EIP ICT MODULE 7, LESSON 1

20

End of Lesson 1 Module 7

Lesson 2: Introduction to Strategic Library Management

Slide 1

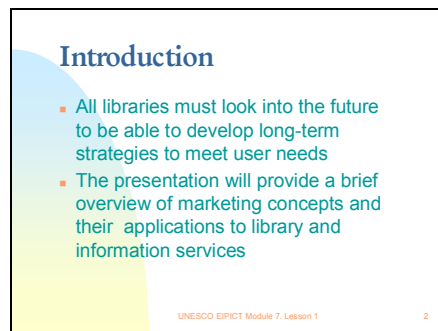


Module 7
Library Management and
Promotion

Lesson 2
Introduction to Strategic Library
Management

UNESCO EIPICT Module 7, Lesson 1 1

Slide 2



Introduction

- All libraries must look into the future to be able to develop long-term strategies to meet user needs
- The presentation will provide a brief overview of marketing concepts and their applications to library and information services

UNESCO EIPICT Module 7, Lesson 1 2

Slide 3

What is Planning?

- According to Massie (1987) "Planning is an analytical process that involves an assessment of the future, the determination of desired objectives in the context of that future, the development of alternative courses of action to reach such objectives and the selection of a course, or courses of action from among those alternatives"

UNESCO EIP ICT Module 7, Lesson 1

3

Slide 4

What is Strategic Management?

- Also known as strategic planning
- Steiner (1979) defines it as "designing a desired future and identifying ways to bring it about"
- Involves ideas and actions that are directed to the long-term future of the organization

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4

Slide 5

What are the Steps in/Tasks of Strategic Planning/Management?

- Definition of the library's mission
- Setting of the library's goals and objectives
- Designing the business portfolio/crafting a strategy
- Planning marketing and other functional strategies
- Thompson and Strickland (1990) add one more step - evaluating performance

UNESCO EIP ICT Module 7, Lesson 1

5

Slide 6

What is a Mission Statement?

- A statement of the organization's purpose--what it wants to accomplish in the larger environment
- All members of the library must be aware of and be able to identify the mission of the library

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6

Slide 7

What is a Vision Statement?

- A description of the library three to five years from now
- Provides the library with direction and a dream of what it wants to be

UNESCO EIP ICT Module 7, Lesson 1

7

Slide 8

A Vision for Academic and Research Libraries

- According to Junow and Webster (1991)"What academic and research libraries will need most as they face an unknowable future is staff who can dream, who have a vision of what they want their libraries to be, and who believe they can and should try to create that future...Knowing where you want to go...you can exploit today's opportunities to build a better tomorrow"

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8

Slide 9

Standards for Libraries

- Present day standards emphasize access rather than holdings
- ACRL no longer provides a quantitative measure of the size of the library. It emphasizes access

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9

Slide 10

What are Goals?

- Goals are focused statements of intent. They cover the library's function, products, services, hardware, software, etc., that are critical to success

UNESCO EIP ICT Module 7, Lesson 1

10

Slide 11

What are Objectives?

- Objectives are short-term and specific aims of the different library sub-systems. They are called targets and are usually part of the annual plan for purposes of funding.

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11

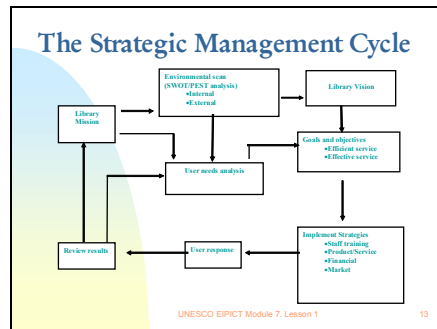
Slide 12

What is a Strategy?

- According to Chandler (1962), strategy is "the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals"

UNESCO EIP ICT Module 7, Lesson 1 12

Slide 13



Slide 14

SWOT Analysis

- Conduct a SWOT analysis to determine
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats

UNESCO EIP ICT Module 7, Lesson 1 14

Slide 15

PEST Analysis

- Conduct a PEST analysis to determine
 - Political situation
 - Economic situation
 - Social environment
 - Technological environment

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15

Slide 16

Conducting a Systems Study

- To determine system requirements and strategies to be adopted, conduct a system study on the
 - Acquisitions sub-system
 - Cataloging sub-system
 - Circulation sub-system
 - Reference sub-system
 - Serials management sub-system

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16

Slide 17

Conducting a Systems Study(2)

- Likewise a systems study should include the identification of staff skills and training needs
 - Basic library science skills
 - Information science/technology skills
- It should also determine if user information needs/seeking behaviors are met by existing services and products

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17

Slide 18

Theoretical Model of Strategy

According to Igor Ansoff (1965), strategic decisions are to be distinguished from

- administrative (structural) decisions
- operating decisions (tactical)

Strategic decisions focus on product-market decisions

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Slide 19

Ansoff Model for a Library Setting

	Present products/ Service	New products/ Service
Present markets	Market penetration e.g. Advertise existing products / service to existing users	Product/Service Development e.g. Offer new products / service to existing users
New markets	Market Development e.g. Advertise existing products / service to new users	Diversification e.g. Offer new products / service to new users

UNESCO EIP ICT Module 7, Lesson 1 19

Slide 20

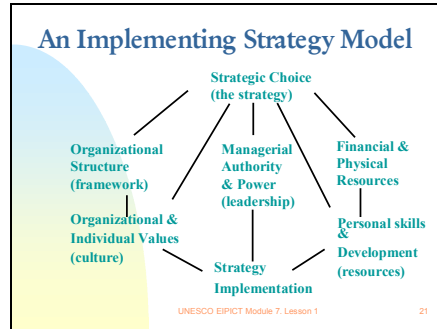
Implementing the Strategy

■ According to Rochford (1999), strategic planning begins by addressing the following:

- Where are we today?
- Where are we going?
- How do we get there?

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Slide 21



Slide 22

Who is Responsible for Strategic Management?

- Strategic management is a top-level and business-level function
- Tactical management is at the functional and operational levels
- However, personnel at the tactical level provide information input to management for use in making decisions.

UNESCO EIPICT Module 7, Lesson 1 22

Slide 23

Components of the Development Plan

- Title of the project
- Person responsible, contact address and telephone/fax/e-mail
- Executive summary
- Introduction
- Project description
- Performance measures
- Work plan
- Budgetary requirements

UNESCO EIPICT Module 7, Lesson 1 23

Slide 24

The Introduction

- Rationale (benefits in using technology)
- Environmental scan (SWOT, PEST)
- Profile of the library (systems analysis)
- Needs to be filled
- Vision, mission, philosophy and goals
- Profile of the target market



UNESCO EIP ICT Module 7, Lesson 1

Slide 25

The Project Description

- Specific objectives/targets
- Activities
- System specifications
- Monitoring and maintenance
- System evaluation and upgrade
- Costs involved



UNESCO EIP ICT Module 7, Lesson 1

25

Slide 26

Performance Measures

- Performance is measured in terms of the achievement of established goals and objectives



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26

Slide 27

Work Plan

- The plan must include:
 - Objectives
 - Expected date of completion
 - Expected outcome
 - Specifications
 - Costs involved
 - Person responsible
 - Possible source of funding

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27

Slide 28

Summary

- Strategic library management is a complex undertaking
- The cooperation of all staff in the library is a key factor in the successful implementation of the development plan
- To avoid pitfalls, apply the strategic management concepts in planning and managing your library

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28

Slide 29

Good Luck!



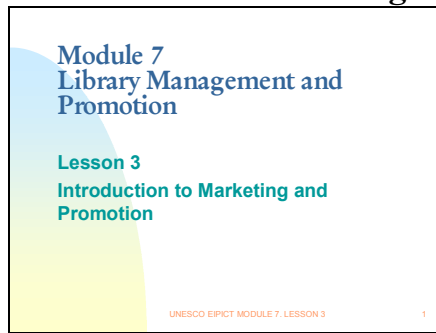
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29

End of Lesson 2 Module 7

Lesson 3. Introduction to Marketing and Promotion

Slide 1

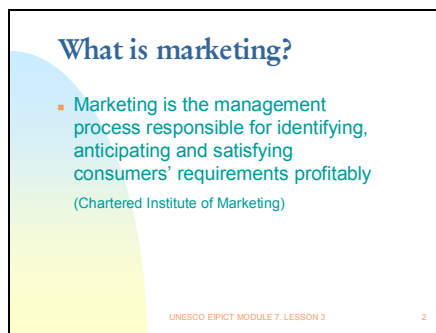


Module 7
Library Management and
Promotion

Lesson 3
Introduction to Marketing and
Promotion

UNESCO EIPICT MODULE 7, LESSON 3 1

Slide 2



What is marketing?

- Marketing is the management process responsible for identifying, anticipating and satisfying consumers' requirements profitably (Chartered Institute of Marketing)

UNESCO EIPICT MODULE 7, LESSON 3 2

Slide 3

What is Marketing? (2)

- Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others

(Kotler and Armstrong, 1993)

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Slide 4

What is Societal Marketing?

- According to Kotler (1994) "the societal marketing concept holds that the organization's task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors, in a way that preserves or enhances the consumer's and the society's well-being"

UNESCO EIPICT MODULE 7, LESSON 34

Slide 5

What is Relationship Marketing?

- Webber (1998) refers to relationship marketing as "the concept which focuses on a close relationship between the provider and the user of the product or service"

UNESCO EIPICT MODULE 7, LESSON 35

Slide 6

What are the Core Marketing Concepts?

- Needs
- Wants
- Demands
- Products
- Exchange
- Transactions
- Markets

(Kotler and Armstrong, 1993)

UNESCO EPICT MODULE 7, LESSON 3

6

Slide 7

What is Marketing Management?

- The analysis, planning, implementation, and control of programs designed to create, build, and maintain beneficial exchanges with target buyers for the purpose of achieving organizational objectives.
- Carrying out tasks to achieve desired exchanges with target markets

(Kotler and Armstrong, 1993)

UNESCO EPICT MODULE 7, LESSON 3

7

Slide 8

What is the Marketing Process?

- It is the process of analyzing marketing opportunities, selecting target markets, developing the marketing mix, and managing the marketing effort

UNESCO EPICT MODULE 7, LESSON 3

8

Slide 9

What are the Goals of the Marketing Process?

- Maximize consumption, maximize consumer satisfaction
- Maximize choice
- Maximize life quality

UNESCO EPICT MODULE 7, LESSON 3

9

Slide 10

What are Marketing Management Philosophies?

- The production concept
- The product concept
- The selling concept
- The marketing concept
- The societal marketing concept

UNESCO EPICT MODULE 7, LESSON 3

10

Slide 11

How do you select your Markets?

- Market Segmentation
- Market Targeting
- Market Positioning

UNESCO EPICT MODULE 7, LESSON 3

11

Slide 12

What is a Marketing Mix?

- The marketing mix are variables that the company blends to produce the desired response in the target market. It consists of the four P's:
 - Product
 - Price
 - Place
 - Promotion
- The four P's can be extended to include
 - People
 - Process

UNESCO EPICT MODULE 7, LESSON 3 12

Slide 13

Promotional Activities or Marketing Strategies (1)

- Providing your customers with good experiences through efficient and effective service
- Creating an in-house orientation video
- Creating a web site
- Placing announcements in strategic places and in media
- Networking
- Creating brochures

UNESCO EPICT MODULE 7, LESSON 3 13

Slide 14

Promotional Activities or Marketing Strategies (2)

- Giving presentations in various forums
- Setting up product trials
- Sending welcome letters
- Sponsoring book fairs, seminars, conferences
- Holding an open-house
- Holding exhibitions
- Attending book fairs, seminars, conferences

UNESCO EPICT MODULE 7, LESSON 3 14

Slide 15

Promotional Activities or Marketing Strategies (3)

- Broadcasting email messages
- Using bulletin boards
- Writing to actual and potential customers
- Advertising
- Conducting classes to teach users new technologies and information literacy skills

UNESCO EIP ICT MODULE 7, LESSON 3

15

Slide 16

The Four C's Marketing Mix

- Customer needs and wants
- Cost to the user
- Convenience
- Communication
- The four C's can be extended to include
 - People
 - Process

UNESCO EIP ICT MODULE 7, LESSON 3

16

Slide 17

How do you Manage the Marketing Effort?

Putting the marketing mix into action to achieve objectives involves:

- Analysis
- Planning
- Implementation
- Control

UNESCO EIP ICT MODULE 7, LESSON 3

17

Slide 18

Marketing Analysis

- Involves an analysis of user needs, wants and demands
- The results will enable the planner to identify the market segment and the target segment for the marketing plan as well as determine the market share of the organization

UNESCO EPICT MODULE 7, LESSON 3 18

Slide 19

Market Research

- The systematic gathering, recording and analysis of data about problems relating to the marketing of goods and services
- Marketing cycle:
 - Define the problem
 - Develop a hypothesis
 - Decide how to test the hypothesis
 - Gather information
 - Collate and interpret information
 - Make a decision
- Formerly referred to as user studies

UNESCO EPICT MODULE 7, LESSON 3 19

Slide 20

Marketing Plan

- An executive summary
- Current market situation
- Threats and opportunities
- Objectives and issues
- Marketing strategies
- Action programs
- Budgets
- Controls

UNESCO EPICT MODULE 7, LESSON 3 20

Slide 21



Slide 22

Marketing Implementation

Successful implementation depends on several interrelated factors:

- A good action program
- The organization's resources and structure
- The company's decision and reward system
- Human resources planning
- Company climate and culture

UNESCO EIP ICT MODULE 7, LESSON 3 22

Slide 23

Marketing Control

The process of measuring and evaluating the results of marketing strategies and plans and taking corrective action to ensure that marketing objectives are attained. This is the performance measure component

- Operating control
- Strategic control

UNESCO EIP ICT MODULE 7, LESSON 3 23

Slide 24

Strategic Control

- The comprehensive, systematic, independent and periodic examination of a company's environment, objectives, strategies, and activities to determine problem areas and opportunities, and to recommend a plan of action to improve the company's marketing performance

UNESCO EIPICT MODULE 7, LESSON 324

Slide 25

Strategic Planning and the Marketing Management Process

- The company's strategic plan establishes the kind of business the company will be in and the objectives for each
- Marketing provides a guiding philosophy, inputs to strategic planners, and strategies for reaching the objectives of the strategic business units

UNESCO EIPICT MODULE 7, LESSON 325

Slide 26

Marketing the Library

- The library gains prestige mainly through the delivery of quality service. However, it could also be more aggressive in promoting its services through strategies mentioned previously
- Before preparing a marketing plan, the library must define its target market, and understand its needs

UNESCO EIPICT MODULE 7, LESSON 326

Slide 27

Steps in Preparing a Marketing Plan for the Library (Kassel, 1999)

- Prepare a mission statement
- List and describe target or niche markets
- Describe your services
- Spell out marketing and promotional strategies
- Identify and understand the competition
- Establish marketing goals that are quantifiable
- Monitor results carefully

UNESCO EIPICT MODULE 7, LESSON 3

27

Slide 28

Hints and Tips (Kassel, 1999)

- Concentrate on finding customers who will continue to use the service.
- Create customer profiles
- Stay focused on target markets
- Be persistent
- Be prepared to revise plan as necessary
- Do not be afraid of failure

UNESCO EIPICT MODULE 7, LESSON 3

28

Slide 29

Marketing a Service

- According to Webber (1998) marketing a service is more expensive than marketing a tangible product because of the following characteristics of a service:
- Intangibility
- Inseparability of production and consumption
- Perishability
- Heterogeneity

UNESCO EIPICT MODULE 7, LESSON 3

29

Slide 30

Marketing your Library

- Kassel (1999) suggests the following steps:
 - ◆ Prepare a mission statement
 - ◆ List and describe target or niche markets
 - ◆ Describe your services
 - ◆ Spell out marketing or promotional strategies
 - ◆ Identify and understand the competition
 - ◆ Establish marketing goals that are quantifiable
 - ◆ Monitor results carefully to determine which strategies are working and which are not - this involves a user survey for feedback.
- Kassel also suggests an annual revision of the plan.

UNESCO EIPICT MODULE 7, LESSON 3

30

Slide 31

Summary

- Tightening budgets and increasing competition from other information providers means that the library must prepare marketing plans to promote its services and image
- Strategies must be used in conjunction with an overall marketing plan and alongside a strategic development plan for the library
- Success depends on careful planning and appropriate response to user needs

UNESCO EIPICT MODULE 7, LESSON 3

31

End of Lesson 3 Module 7

Module 7

Library Management and Promotion

Student's Text

Appendix

Appendix 1: List of Activities

Appendix 2: Reading/Reference List

Appendix 3: Glossary

Appendix 1: List of Activities

Lesson 1



Module 7
Lesson 1

Activity 1-1

Group yourselves into the type of libraries that you represent. Talk about your library in terms of the collection size, staff size and qualifications, information services provided, library automation system and facilities.

<http://rizal.lib.admu.edu.ph/rlconflibmgt/HTML%20Files/Presentation%20Papers.html>



Module 7
Lesson 1

Activity 1-2

Access the site

<http://rizal.lib.admu.edu.ph/rlconflibmgt/HTML%20Files/Presentation%20Papers.html> to view papers about library management in the 21st century.

Lesson 2



Module 7
Lesson 2

Activity 2-1

Think of your library. What is the vision and mission of your library? Is the vision traditional or is it in step with developments in the information industry? Has the mission changed over the years?



Module 7
Lesson 2

Activity 2-2

State the goals and the specific objective you want to achieve as a library manager in accordance with the mission and vision of your library. If you want you can also create your own vision. Access the following site <http://www.oshkoshpubliclibrary.org/libraryvision.html> for a sample vision statement.

Lesson 3



Module 7
Lesson 3

Activity 3.1

Look at the products/services in your library. Which ones are underutilized?
Can a marketing strategy improve the use of the service?



Module 7
Lesson 3

Activity 3.2

1. What are the components of a marketing mix?
2. Write down some promotional activities that you think you can use in your library. Prepare one poster for one service in your library.

End of Activities Module 7

Appendix 2: Reference/ Reading List



Module 7

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End of Reference/Reading List Module 7



Module 7

Appendix 3: Glossary

1. **Analytical skill.** The ability to separate the whole into its component parts in order to assess the situation or condition. It requires skill in thinking and reasoning.
2. **Communication.** Advertising and other promotional activities to make the product known in the market.
3. **Conceptual skill.** The ability to see the big picture and the interrelationships of the parts to the whole. It requires in-depth knowledge of the mission, vision and goals of the organization.
4. **Controlling.** A management function concerned with establishing standards of excellence or performance that the organization must observe. It involves monitoring.
5. **Convenience.** Refers to the location of the service. With the proliferation of information technologies, library users prefer a service that can be obtained remotely.
6. **Cost.** The price is actually the cost of the service to the user. The provision of service must meet the demand for it.
7. **Customer.** The user. A user need analysis must be conducted to identify the needs and wants of a user.
8. **Demands.** Human wants that are backed by buying power or resources.
9. **Diagnostic skill.** The ability to investigate the cause or nature of a condition, situation or problem. It requires identification of problems and their possible causes.
10. **Directing.** A management function concerned with providing direction to the members of the organization to achieve their objectives. It involves communicating.
11. **Effectiveness.** Refers to the degree of achievement of organizational goals.
12. **Efficiency.** The ratio of the amount of resources used relative to the achievement of the goal.

13. **Exchange.** The act of obtaining a desired product or service by offering something in return.
14. **Goal.** The general and ultimate ends toward which the services of an organization are aimed. Goals answer the question, where are we going? Goals are focused statements of intent. They cover the organization's functions, products, services, equipment, software, etc. that are critical to success.
15. **Human skill.** The ability to interact and communicate with personnel and other people.
16. **Management.** Plunkett and Attner (1985) define management as "the process of setting and achieving goals through the execution of five basic management functions that utilize human, financial, and material resources." Pearce and Robinson (1989) likewise define management as "the process of optimizing human, material and financial contributions for the achievement of organizational goals."
17. **Market segmentation.** The breaking down of potential customers into groups with shared characteristics to provide the product and service tailored for their needs.
18. **Market research.** The systematic gathering, recording and analysis of data about problems relating to the marketing of goods and services. The data is gathered from existing and potential markets in the form of a survey or interview. In the library it was formerly referred to as user studies. The technique includes community profiling, surveys, focus groups, etc.
19. **Marketing mix.** Variables that the company blends to produce the desired response in the target market. It consists of either the four P's (product, price, place, promotion), or the four C's (customer, cost, convenience, communication). In addition, to either classification can be added two more P's, namely people and process.
20. **Marketing.** "The management process responsible for identifying, anticipating and satisfying consumers' requirements profitably. (Chartered Institute of Marketing). Kotler and Armstrong (1993) define it as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.
21. **Marketing analysis or audit.** Managing the marketing effort begins with an analysis of the internal and external organizational situation. It is a process that stabilizes where an organization is and why.
22. **Marketing management.** The analysis, planning, implementation, and control of programs designed to create, build, and maintain beneficial exchanges with target buyers for the purpose of achieving organizational objectives.
23. **Marketing management process.** The process of analyzing marketing opportunities, selecting target markets, developing the marketing mix, and managing the marketing effort. Its goals are to maximize consumption, maximize consumer satisfaction, maximize choice and

- maximize life quality.
24. **Marketing plan.** The marketing plan contains an executive summary, a table of contents, a description of the current market situation, threats and opportunities, objectives and issues, marketing strategies, action programs, budget, and controls.
 25. **Markets.** The processes by which individuals and groups obtain what they need and want by creating and exchanging products and value with others.
 26. **Mission.** The specific and well-defined roles on which the organization elects to concentrate its efforts. The mission answers the question, what are we doing?
 27. **Needs.** Recognized deprivation. There are two ways of responding to it. One is by satisfying the need, the other is by reducing the need.
 28. **Objectives.** The short-term and specific aims of different library subsystems. They are also called targets. They are usually part of annual plans and are used for purposes of budgeting. Objectives are linked to day-to-day operations and are measured in terms of output and efficiency.
 29. **Organizing.** A management function concerned with putting together resources that will achieve the goals of the organization.
 30. **PEST analysis.** A method of evaluating the current situation. It measures the political, economic, social and technological conditions faced by the library.
 31. **People.** The users of the service and the people behind the service. The needs, wants, and demands of people must be considered in the marketing mix.
 32. **Place.** The location where the service is provided. The service may be provided in the library or it may be requested online or by phone and the material sent to the home of the library user or to his computer.
 33. **Planning.** A management function that maps out the courses of action that the organization will take. According to Massie (1987), "Planning is the process by which a manager looks to the future and discovers alternative courses of action."
 34. **Policy.** A guide for making decisions. It provides guides for getting there. It is an understanding between members of a group that makes the actions of each member of the group in a given set of circumstances more predictable to other members.
 35. **Price.** Pricing strategy. Fee based or not? The service may be for free or for a fee. For example, interlibrary loans may be provided free of charge by some libraries but may be charged to the borrowing library or the user in some libraries.
 36. **Process.** The manner in which the service is provided.
 37. **Product.** Anything that can be offered to satisfy a need or want. It can be a service. According to Webber (1995), "Information scientists are often providing services (e.g. advice, or searches, rather than physically distinct products". In the library this is equated to service. This P refers

to the different services offered by the library.

38. **Promotion.** Advertising and personal selling to make the product known to the target market are examples of promotional activities. Libraries normally do not market or promote their services aggressively. In current practice, more and more libraries have started to advertise their services to make them known to the public.
39. **SWOT analysis.** A method of evaluating the situation. It measures strengths, weaknesses, opportunities and threats to the organization.
40. **Staffing.** A management function concerned with recruitment, retention, and training of personnel.
41. **Strategic management or planning.** Steiner (1979) defines it as “designing a desired future and identifying ways to bring it about”. Kotler and Armstrong (1993), defines strategic planning as “the process of developing and maintaining a strategic fit between the organization’s goals and capabilities and its changing marketing opportunities.”
42. **Strategy.** Chandler (1962) defines strategy as “the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals.” It is the common threads of thought for facing risks and uncertainty, seizing the opportunities presented by the environment, and using the distinctive competencies of the resources of the organization. Strategy answers the questions, in what direction are we headed and what routes have we selected?
43. **Technical skill.** The ability to use the tools of the organization. These tools include processes, techniques, and technology.
44. **Transactions.** The trade of values between two parties. It is the unit of measurement of marketing.
45. **Vision.** A description of the library five or so years from now. It provides the library with direction and a dream of what it wants to be.
46. **Wants.** Human needs that are shaped by experience, culture, peer group, etc. Wants are satisfied through appropriate products or services.

CONGRATULATIONS! YOU HAVE JUST FINISHED MODULE 7.